Revolution in Business Affairs

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November, 1998

Shaping the Global Economy

- **Robust global economy is essential to long-term vital interests of the United States**
- **An innovative, effective Navy/Marine Corps leads directly to a stronger global economy**
- **Join Wall Street and Main Street together in the effort**

Success of US private sector

- **Private sector in US has been (and still is) in midst of business revolution**
- **Successful companies are highly innovative**
- **This revolution accounts for dominance of US corporations and US economy throughout the world**

Entering assumptions

- **Move outside the rules / redefine the playing field**
- **Have a strategic, world-changing objective**
- **Our systems have value, but are not sufficient**
- **Incremental innovation is not far reaching, breakthrough innovation is essential**
- **“Market pricing” is always better**
- **Easy access to information is essential**

RBA Objectives

- **Objective is not just to “save dollars” but to shift behavior**
  - Systemic change is what we are seeking
- **Create an environment for breakthrough innovations**
- **Develop customer-oriented, market-pricing systems**
- **Understand and pursue the future of management**
  - Design better decision-making systems
- **Leadership is essential - Kotter’s 8 rules**

Key Tools for RBA

- **Agree on a business vision**
  - Efficient and agile business decisions
  - Capable of making “big” choices and setting priorities
  - “Market system” with choices based on “customer” value
- **Build a strong information system**
  - Focus on ease of access and decision-making

Key Tools for RBA - Continued

- **Encourage risk taking to obtain breakthrough innovations**
  - Include people who are receptive to change and uncertainty
  - Protect new ideas: skunk works, pilot projects
- **Create migration paths to the future**
  - Be able to save the valuable and change the rest

Key Tools for RBA - Continued

- **Build sustainability and create a legacy in both time and scope**
  - Resources, training, communications (inside and outside), business tools, integrated systems
- **Create and use “defining” events which allow decision makers to embrace new concepts**

What you can do

- **Change the course on your watch**
  - Others will continue the journey, if we start it
- **Provide profound leadership**
  - Tell powerful stories inside and outside
  - Empower and listen
- **Empower the whole organization**
  - Build a legacy
- **Insist on world-class performance**